

October 29, 2018

City of Helena  
City Clerk Debbie Havens  
316 N Park Avenue  
Helena, Montana 59623

RE: City Commissioner vacancy

City Clerk Havens:

Please accept this as my cover letter for the vacancy identified herein.

I have been a resident of Helena for some time now. Based on my exhaustive interactions with many Helena residents and business owners, it appears that Helena could benefit from having a City Commissioner who brings a wealth of practical hands-on experience and knowledge from larger municipalities and other high-profile government agencies.

Following is a partial list of my previous and current public sector appointments:

- California State Assembly Commissioner
- City of Los Angeles Mayor's Office Quality & Productivity Commission Vice President
- City of Los Angeles Mayor's Office Quality & Productivity Commission President
- City of Los Angeles Neighborhood Council Representative

I also have decades of experience working in a hands-on manner to bring about positive transformation initiatives within multiple high-profile city, county, state, and federal public agencies in my role as an executive-level management consultant – [www.roostech.com](http://www.roostech.com)

I would consider it an honor and a privilege to serve my fellow Helena residents and business owners as a commission appointee who would always place their best interests as the top priority.

A summary version of my résumé is attached.

Respectfully,

Dr. Greg Thomas  
Email: [drg@roostech.com](mailto:drg@roostech.com)  
Mobile: 310.562.0009

**Greg Thomas, PMP, CMC – U.S. Citizen**

email: g0910@roostech.com

url: www.roostech.com

**EXPERIENCE SUMMARY**

**Abridged Résumé**

Independent Consultant Aug '98 to Present

Oracle Corporation Jun '94 to May '98  
Managing Principal Consultant

KPMG Jun '89 to Jun '94  
Mergers & Acquisitions Consultant and Audit Practice Associate –  
Certified Public Accountant (CPA)

**Education:**

B.S. in Accounting \* MBA \* Ph.D. in Organizational Psychology & Business Ethics

**Languages:**

Fluent in spoken and written English, Spanish, French, Italian, German, and Arabic.  
Presently learning Chinese (Mandarin)

**Professional Development (partial list):**

\* PMBOK \* COBIT \* PRINCE2 \* Kotter's 8-step OCM methodology \* Adams' Choice Map & Q-Storming  
Digital Transformation Consulting  
Professor John Sterman's Business Dynamics Systems Thinking & Modeling

**Licenses/Certifications:**

PMP: (Project Management Professional), November 2000, ID#29068, Member #167292

CMC: Certified Management Consultant, Institute of Management Consultants,  
Washington, D.C.

Greg has held PMP certification for over 19 years.

Greg has held CMC certification for approximately 20 years. Greg was recently a long-time leading member of the IMC (Institute of Management Consulting) Ethics Committee. Less than 1% of all consultants worldwide are able to meet the nationally and internationally-accredited and ISO certification requirements of the Institute of Management Consulting.

Greg has extensive hands-on expertise with all aspects of COBIT, PMBOK, and PRINCE2 methodology frameworks including, but not limited to, communication, estimating, time management, planning, cost, scope management, change control, issue management, risk management, quality control, quality assurance, and quality management – this is in addition to hands-on experience with Agile, QA, SCRUM, ETL, & SOA. He has successfully managed and deployed high-profile projects and programs, including the successful turnaround of multiple distressed projects and PMO implementations, with Fortune 500 in over 50 countries on 5 continents with an emphasis on large and complex organizations actively merging and acquiring additional business lines.

A partial list of private sector clients includes, but is not limited to, the following: Bank of America, General Electric, Oracle, Merck Pharmaceuticals, Baxter Biotechnology, The Boeing Corporation, Boeing Satellite Systems, Northrop Grumman, Raytheon, Western Digital, Activision, and Applied Materials. This is in addition to his public sector work for The White House, National Security Agency, Department of Defense, City of Las Vegas, State of California, City of Los Angeles, and other well-known Federal, State, and local government agencies.

- Leading operational initiatives involving client sites in multiple countries throughout the world including, but not limited to, the following: United States, Canada, Mexico, Venezuela, Uruguay, Argentina, Japan, Malaysia, England, France, Germany, Switzerland
- Largest operational effort to date was as the Executive Program Manager for a U.S. Department of Defense "Beyond Top Secret" satellite system with The Boeing Corporation. The budget exceeded \$6Billion with management responsibility for over 2,000 direct-reporting professional resources in a complex matrixed environment.

Partial List of Recent Consulting Projects as Independent Consultant since 1998:

**03/17-Present: State of Montana – Digital Transformation Project Manager, Program Manager & OCM Consultant**  
– Independent Consultant

- Lead enterprise-level implementation of ServiceNow ITSM application modules for service desk CRM operations.
- Lead enterprise-level deployment of Avaya Red VoIP phone system impacting over 12,000 seats saving state over \$2.4million annually - \$1.5million annually in legacy PBX maintenance and support costs and over \$900,000 annually in long distance telephone costs. The project team has received multiple Governor's Achievement Awards – the highest award available for a Montana state project.
- Lead migration from InContact SAAS contact center application to Avaya Aura Contact Center for \$21billion public agency.
- Lead data center migration from Cisco ACS v5.7 to ISA v2.3 for Helena and Miles City.
- Lead data center switching infrastructure upgrade to Cisco Nexus 7710 for Helena and Miles City.
- Lead enterprise-level implementation of Nessus vulnerability scanner and a comprehensive vulnerability management program to satisfy IRS FedRAMP security assessment requirements.
- Lead enterprise-level implementation of Hoplite threat detection application suite to exceed IRS FedRAMP requirements.
- Lead enterprise-level implementation of Infoblox for DNS centralized management, process automation, and threat detection
- Lead enterprise-level active directory clean-up involving over 1,800 groups being reduced by over 50% and saving over 500 man-hours annually.
- Lead enterprise-level implementation of COBIT governance framework, GEIT, to facilitate implementation of IT investment management framework as well as significant hands-on overhaul of enterprise-level project management policies and procedures to comply with legislative audit findings and formal requests from Legislative Finance Committee.
- Lead enterprise-level implementation of ServiceNow ITIL module for IT help desk impacting over 15,000 seats and saving state over \$300,000 annually in reduced help desk administration, execution, and overall IT support costs.
- Prepare and deliver quarterly Legislative Finance Committee program management reports documenting status and earned value performance metrics for approximately 40 ongoing statewide projects belonging to 33 state agencies with a total portfolio program expenditure value exceeding \$200million.
- Applying Kotter's 8-step OCM methods, resolve ad hoc IT and non-IT business crises throughout months-long transition from retiring state CIO; to interim state CIO; to new state CIO.

**06/13-03/17: Amazon.com – Digital Transformation Program Manager – Independent Consultant**  
Location: multiple domestic and international locations

**06/11-06/13: Bank of Tokyo – Basel II QA Program Manager – Independent Consultant**  
Location: multiple domestic and international locations

**6/08-06/11: Los Angeles Department of Water & Power – U.S.'s largest municipally-owned water & power utility**  
**e-Procurement Project Manager – Independent Consultant**

**06/07-5/08: Western Digital Corporation – one of the world's largest technology product manufacturers.**  
**SAP to Oracle Conversion Project Manager – Independent Consultant**  
Location: multiple domestic and international locations

**5/05-5/07: Bank of America – one of the world's largest banking, insurance, and mortgage conglomerates.**  
Location: multiple domestic locations

**9/05-10/06 IDOM REG-Reporter Project Manager – Independent Consultant**

**5/05-5/07 PMO COBIT Process & Architecture Specialist – Independent Consultant**

**11/03-5/05: Boeing Satellite Systems – System Engineering Architecture Program Manager – Independent Consultant**  
Location: Classified

**11/01-11/03: Lexicon Marketing Company, Multi-national – IT Project Manager – Independent Consultant**  
Location: Los Angeles

**11/00-11/01: GSI Lumonics, Multi-national IT Program Manager – Independent Consultant**  
Location: multiple domestic and international locations

**5/99-11/00: General Electric, Plastics Division, Multi-national – Consulting Project Manager – Independent Consultant**  
Location: multiple domestic and international locations

**5/98-5/99: Merck Serono S.A., Multi-national – Consulting Lead/Project Manager – Independent Consultant**  
Location: multiple international locations

*5-page extended résumé available upon request*